

---

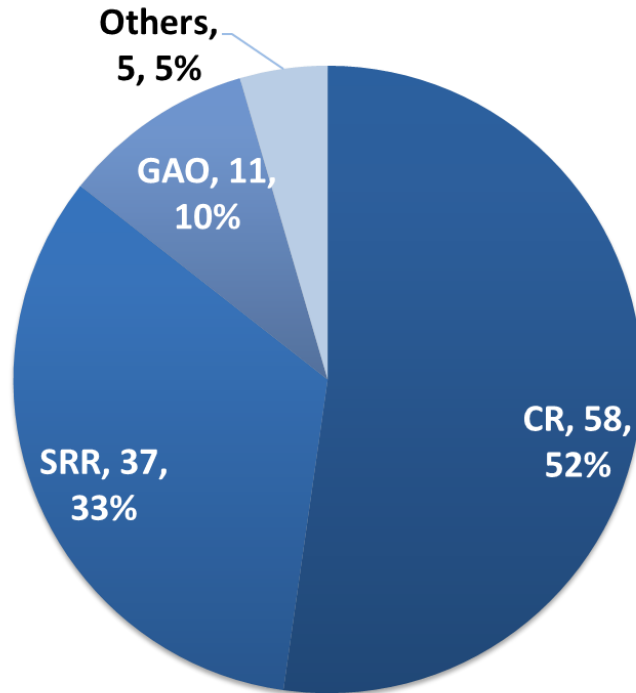
# *Readiness Reform Oversight Council*

*11 February 19*

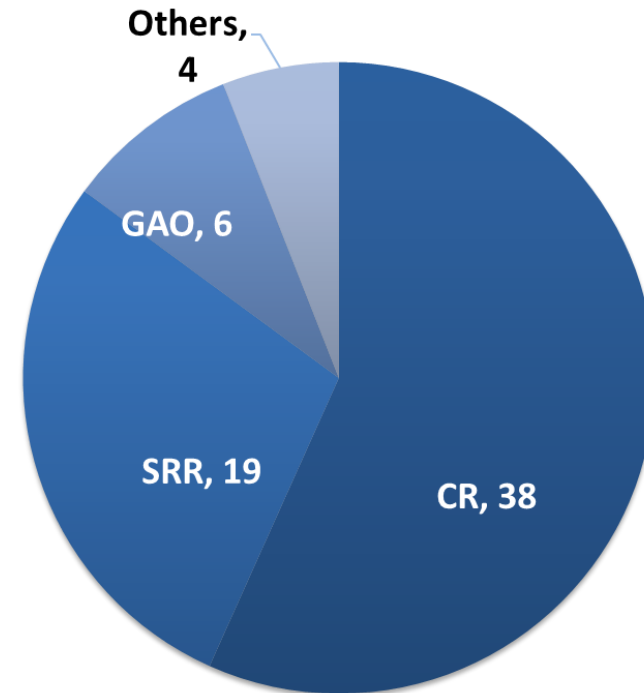
- Opening Comments
- Implementation and Transition Status
- Fiscal Programming Update
- Nominations for Transition
  - for discussion as required
- Discussion / Closing Comments

# Recommendation Breakdown - Current as of 11FEB19

**111 Total Playbook Recommendations**



**67 Recommendations Transitioned**  
(29 approved / 38 nominated)















60% of Recommendations Transitioned from Oversight to “normal” processes

## RROC Timeline Estimated vs. Actual






(b) (5)

# Recommendation Transitions Late to Plan

- GOVERNANCE (1/7 Transitioned) – Dr. Beland, DASN MMP
  - G 2: Relax Goldwater-Nichols (Sep18) 
  - G 3: Amend DOPMA for retention boards (Sep18) 
  - G 4: Amend DOPMA for LDO control grades (Sep18) 
  - G 6: Legislation for Service Chief readiness accountability/responsibility (Dec18) 
  - G 7: Condition Congress/Executive Branch to Accept Higher Cost and Time to Achieve Readiness Standards (Dec18) 
- FISCAL DISCONNECT (8/14 Transitioned) – RADM Crites
  - FD 11: Accelerate plan to transition to ECIDS-N 9.4 and greater (Oct18) 
- OPERATIONS (12/24 Transitioned) – RADM Munsch
  - OP 5: Establish GFM and limit additional demands for Forces (Jan 19) 
  - OP 12: Evaluation of operational requirements and prioritize with available resources (Jan 19) 
  - OP 24: Release Fleet Advisory on steering systems (Jan 19) 

-  - Funding
-  - Process
-  - Instruction

# Recommendation Implementations Late to Plan

- OPERATIONS (19/24 Implemented) – RADM Munsch
  - OP 13: Fully Implement OFRP (Oct18) 
  - OP 19: Identify External Factors that May Impact Readiness Recovery (Dec18)  
- COMMAND AND CONTROL (9/11 Implemented) – RADM Munsch
  - CC 2: Provide TYCOMs clear responsibility/accountability for F<sub>g</sub> (Jan19) 
  - CC 11: Establish Esch II HHQ responsible for readiness generation (Jan19) 

## Funding Summary

(b) (5)

# Recommendations Nominated for Transition

---

- CC 5: Reduce Staff HQ Layers; Disestablish CNSGWP
- CC 8: CO Readiness communication to TYCOM
- CC 9: Evaluate alignment of SRF and JRMC to CPG
- CC 10: Establish NSGWP
- OP 1 / 3 / 4: Develop Readiness Standards
- OP 6: Evaluate existing REDLINES policy
- OP 7 / 8: Cancel RAMPS; Evaluate utility of RAMP process
- OP 9: Conduct comprehensive Ready for Sea Assessments
- OP 16: Implement maintenance and modernization scheme for Yokosuka
- OP 21: Survey Ships with Integrated Bridge Systems
- OP 22: Update Bridge and CIC Watchstation Requirements
- OP 23: Standardize Standing Orders and Battle Orders
- OP 26: Establish near-miss reporting process
- FD 3: Implement a Maintenance Standard That Returns to Longer Depot Maintenance Periods
- FD 4: Create a Means to Articulate More Comprehensive Work Packages
- FD 15 / G 5: Shipyard Investment Plan and Reporting



# Recommendations Nominated for Transition

---

- IND 7: Review all assessments, certifications to reduce burdens on ships
- IND 9: Share Lessons Learned from tech review of JSM
- IND 10: Establish Fatigue and Endurance Management Policy
- TR 3 / 11 / 12: Improve Watchstander qualification and training
- TR 9 / 19: OOD temporary personnel / new equipment requalification process
- TR 14 / 16: Improve seamanship and navigation team training; ISIC evaluation of crew proficiency in high density traffic
- TR 15: Improve Seamanship and Navigation Team Training
- TR 24: Train and assess under stress and fatigue conditions
- TR 25: Leverage NLDF Competency and Character Development Framework
- TR 26: Incorporate fatigue/stress mgmt. into SWO milestone training
- M 4 / 6 / 9: Operational Afloat Work Week Requirements
- M 7 / 8: Guidance for Examination and Update of In-port Workload

# Closing Comments

# Back-up

## RROC Financial Status

(b) (5)

# RRSG Playbook CC 5 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: CC 5
- Origin: SRR 2.5.2
- Description: Reduce the number of staff headquarter layers and manning to improve "bottom up" situational awareness of readiness through shortened chains of command and reduced infrastructure for management oversight and compliance regimes. Specifically, disestablish Commander Pacific Fleet Detachment Commander Naval Surface Group Western Pacific. Realign these billets to Afloat Training Groups or Destroyer Squadrons, in order to focus talent on fundamentals and developing mastery of the naval profession. Office of Primary Responsibility: CNSF
- RRSg Tier: 1
- Consolidated CR/SRR contributor factor: Unclear C2, Lack Effective Leadership

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Recommendation

(b) (5)

# RRSG Playbook CC 8 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: CC 8
- Origin: SRR 2.5.5
- Description: Create a simplified means for surface ship Commanding Officers to have direct access to their respective fleet Type Commander in a way that gives the Type Commanders adequate visibility into the facets of readiness generations that matter most. The goal should be to provide the Type Commanders with a thorough understanding of the actual material, manning, training and logistic readiness of the ship for which they are responsible. This should be informed the process used by Naval Reactors for aircraft carriers and submarine Commanding Officers.
- Office of Primary Responsibility: CNSF
- RRSg Tier: 2
- Consolidated CR/SRR contributor factor: Unclear C2, Lack Effective Leadership

## 2. Implementation Plan

(b) (5)

## 3. Assessment Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook CC 9 Recommendation POA&M

## **1. Recommendation Overview**

- Playbook action item number: CC 9
- Origin: CR 6.3.1.8
- Description: Evaluate the current alignment of SRF and JRMC to Commander, U.S. Pacific Fleet and determine if changes in owner/operator structure are needed.
- Officer of Primary Responsibility: CPF
- RRSg Tier: 3
- Consolidated CR/SRR contributor factor: Unclear C2, Lack of Effective Leadership

## **2. Implementation Plan**

(b) (5)

## **3. Assessment Plan**

(b) (5)

## **4. Transition Plan**

(b) (5)

# RRSG Playbook CC 10 Recommendation POA&M

## **1. Recommendation Overview**

- Playbook action item number: CC 10
- Origin: CR 6.3.1.3
- Description: Permanently establish Naval Surface Group Western Pacific (NSGWP) as an Echelon IV, Immediate Superior in Command administrative headquarters responsible for maintaining, training, and certifying FDNF Japan ships. Evaluate establishing a similar activity in Rota, Spain and Everett, Washington.
- Officer of Primary Responsibility: CPF
- RRSg Tier: 3
- Consolidated CR/SRR contributor factor: Unclear C2, Lack Effective Leadership

## **3. Assessment Plan**

(b) (5)

## **2. Implementation Plan**

(b) (5)

## **4. Transition Plan**

(b) (5)



# RRSG Playbook OP 1 / 3 / 4 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: OP 1, OP 3, OP 4
- Origin: SRR 1.4.2.a, 4.4.3, 4.4.3.a
- Description:
  - OP 1: Set a "Readiness Standard" for operating forces that is achievable and strictly enforce it.
  - OP 3: Adopt a Training and Readiness matrix (similar to the aviation Training and Readiness matrix) to define what each ship must accomplish in each phase of training, the number of times it has to be demonstrated, how many times it can be simulated, and what the external grading criteria are for meeting the requirements for each level of certification
  - OP 4: Develop effective measures of overall ship readiness that accurately describe requirements to achieve/maintain certification in each warfare area.
- Officer of Primary Responsibility: CNSF
- RRSg Tier: 1
- Consolidated CR/SRR Contributor Factor: Mismatch between Force Structure / Readiness and Operational Demand, Training Shortfalls

## 2. Implementation Plan

(b) (5)

## 3. Assessment Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook OP 6 Recommendation POA&M

## 1. Recommendation Overview

- Playbook Action Item Number: OP 6
- Origin: CR 6.3.2.4
- Description: Evaluate existing "redlines" policy with respect to navigation, RADAR, steering, and propulsion systems.
- Officer of Primary Responsibility: CNSF
- RRSg Tier: 1
- Consolidated CR/SRR Contributor Factor: Equipment Shortfalls

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook OP 7 / 8 Recommendation POA&M

## **1. Recommendation Overview**

- Playbook action item number: OP 7, OP 8
- Origin: CR 6.3.1.4, CR 6.3.1.5
- Description:
  - OP 7: Cancel all existing Risk Assessment Mitigation Plans until all Ready for Sea Assessments are complete.
  - OP 8: Evaluate the utility of the RAMP process as a risk management tool and make changes as appropriate.
- Officer of Primary Responsibility: CPF
- RRSg Tier: 2
- Contributing Factors: Unclear C2, Lack Effective Leadership

## **3. Assessment Plan**

(b) (5)

## **2. Implementation Plan**

(b) (5)

## **4. Transition Plan**

(b) (5)

# RRSG Playbook OP 9 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item numbers: OP 9
- Origin: CR 6.3.1.2
- Description: Conduct comprehensive Ready for Sea Assessments to determine the material and operating readiness for all Japan-based ships.
- Office of Primary Responsibility: CNSF
- RRSg Tier: 1
- Consolidated CR/SRR contributor factors: Training Shortfalls

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook OP 16 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: OP 16
- Origin: CR 6.3.1.6
- Description: Evaluate & recommend a maintenance & modernization scheme for all Yokosuka-based ships that takes into account OP requirements, training, SRF, JRMCM and industrial base capacity and make recommendations for improvement.
- Officer of Primary Responsibility: CNSF
- RRS Tier: 2
- Consolidated CR/SRR contributor factor: Mismatch (Force Structure-Readiness-Operational Demand)

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook OP 21 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: OP 21
- Origin: CR 7.3.10
- Description: Survey Ships with Integrated Bridge Systems for feedback and lessons learned
- Office of Primary Responsibility: NAVSEA
- RRSg Tier: 3
- Consolidated CR/SRR contributor factor: Equipment Shortfall

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook OP 22 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: OP 22
- Origin: CR 7.3.14
- Description: Update and define the Bridge and CIC watch station requirements during all operating conditions in the SORM, NAVDORM, and EDORM.
- Office of Primary Responsibility: CNSF
- RRSg Tier: 3
- Consolidated CR/SRR contributor factor: Training Shortfall

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook OP 23 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: OP 23
- Origin: COMNAVSURFOR
- Description: Promulgate standardized Standing Orders and Battle Orders.
- Office of Primary Responsibility: CNSF
- RRSg Tier: 2
- Consolidated CR/SRR contributor factor: Unclear C2, Lack Effective Leadership

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)



# RRSG Playbook OP 26 Recommendation POA&M

## **1. Recommendation Overview**

- Playbook action item number: OP 26
- Origin: CR 8.3.1.1
- Description: Establish and utilize near miss reporting processes to share lessons across the surface force. Implement a near miss/close call critique process to support identification and mitigation of underlying hazards and vulnerabilities that contribute to operational risk, including Human Factors analysis.
- Office of Primary Responsibility: CNSF
- RRSg Tier: 2
- Consolidated CR/SRR contributor factor: Lack of Learning Culture

## **2. Implementation Plan**

(b) (5)

## **3. Assessment Plan**

(b) (5)

## **4. Transition Plan**

(b) (5)

# RRSG Playbook FD 3 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: FD 3
- Origin: SRR 4.4.4
- Description: Implement a maintenance standard that balances depot vs. continuous maintenance
- Officer of Primary Responsibility: NAVSEA
- RRSg Tier: 2
- Consolidated CR/SRR contributor factor: Mismatch between Force Structure / Readiness and Operational Demand

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook FD 4 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: FD 4
- Origin: SRR 4.4.4.a
- Description: Create a means to articulate more comprehensive work packages
- Officer of Primary Responsibility: NAVSEA
- RRSg Tier: 3
- Consolidated CR/SRR contributor factor: Mismatch between Force Structure / Readiness and Operational Demand

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook FD 15 Recommendation POA&M

## **1. Recommendation Overview**

- Playbook action item numbers: FD 15 (G 5)
- Origin: GA0-17-548
- Description: Shipyard Capital Investment Plan and progress reporting.
  - FD 15: Develop a comprehensive plan for shipyard capital investment.
  - G 5: Provide regular reports to key decision makers and Congress on shipyard conditions.
- Officer of Primary Responsibility: NAVSEA
- RRSg Tier: 2
- Consolidated CR/SRR Contributor Factor(s): Mismatch between force structure, readiness, and operational demand.

## **2. Implementation Plan**

(b) (5)

## **3. Assessment Plan**

(b) (5)

## **4. Transition Plan**

(b) (5)

# RRSG Playbook G 5 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item numbers: G 5
- Origin: GA0-17-548
- Description: Provide regular reports to key decision makers and Congress on shipyard conditions.
- Officer of Primary Responsibility: DASN (MM&P)
- RRSG Tier: 2
- Consolidated CR/SRR Contributor Factor(s): Mismatch between force structure, readiness, and operational demand.

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook IND 7 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: IND 7
- Origin: CR 7.3.4
- Description: Perform a baseline review of all inspection, certification, assessment and assist visit requirements to ensure and reinforce unit readiness, unit self-sufficiency, and a culture of improvement. The goal of this review should be to reduce the overall burden on ships by eliminating low value engagements and refocus remaining actions on validating unit readiness, unit self-sufficiency, and improvement.
- Office of Primary Responsibility: CNSF
- RRSg Tier: 2
- Consolidated CR/SRR contributor factor: Mismatch between Force Structure / Readiness and Operational Demand

## 2. Implementation Plan

(b) (5)

## 3. Assessment Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook IND 9 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: IND 9
- Origin: CR 7.3.6
- Description: Share lessons learned and operational guidance from the on-going technical review of USS JOHN S MCCAIN (JSM) systems and procedures.
- Office of Primary Responsibility: NAVSEA
- RRSg Tier: 1
- Consolidated CR/SRR contributor factor: Lack of Learning Culture

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook IND 10 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: IND 10
- Origin: CR 8.3.3.1
- Description: Establish a comprehensive fatigue and endurance management policy to implement fatigue recovery standards and codify a circadian ship and watch rotation routine for surface ships. Include in this policy an implementation plan (similar to the USCG Crew Endurance Management Program) which considers human factors and delineates operational restrictions to include "Go-No-Go" criteria for hours on task, and task limitations.
- Office of Primary Responsibility: CNSF
- RRSg Tier: 1
- Consolidated CR/SRR contributor factor: Lack of Learning Culture

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)



# RRSG Playbook TR 3 / 11 / 12 Recommendation POA&M

## 1. Recommendation Overview

- Playbook Action Item Numbers: TR 03, 11, 12
- Origin:
  - TR 03: SRR 3.3.4
  - TR 11: CR 4.3.2.4
  - TR 12: SRR 3.3.5
- Description:
  - TR 03: Establish minimum hour and evolution requirements to become/remain a qualified Officer of the Deck, Combat Information Center Watch Officer and Tactical Action Officer
  - TR 11: Establish policy to define, maintain, and re-establish SWO currency (e.g., a Bridge log) that accounts for Surface Warfare Officer OOD, JOOD, and Conning Officer watchstations
  - TR 12: Require successful completion of relevant simulator training scenarios to maintain watch-standing qualifications
- Office of Primary Responsibility: CNSF
- RRS Tier: 2, 2, 2
- Consolidated CR/SRR Contributor Factors: Training Shortfalls

## 2. Implementation Plan

(b) (5)

## 3. Assessment Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook TR 9 / 19 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: TR 9, 19
- Origin: CR 4.3.1.9, 6.3.2.2
- Description:
  - TR 9: Revise the Surface Force Readiness Manual to define the Officer of the Deck requalification process and circumstances under which watch standers requalify on their current platform due to configuration changes.
  - TR 19: Establish formal policy for requalification requirements for personnel temporarily assigned to ships and when changes in equipment configuration occur.
- Office of Primary Responsibility: CNSF
- RRSg Tier: 2, 2
- Consolidated CR/SRR Contributor Factor: Training Shortfall

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook TR 14 / 16 Recommendation POA&M

## 1. Recommendation Overview

- Playbook Action Item Numbers: TR 14, TR 16
- Origin: CR 5.3.1, 5.3.6
- Description:
  - TR 14: Improve current seamanship and navigation team training and certifications to include assessment in high shipping density, emergency and in extremis environments. This action should include establishing the curriculum to evaluate Bridge and CIC teams' ability to respond to navigation and ship handling scenarios in accordance with the Nautical Rules for non-standard and emergency situations, including in extremis.
  - TR 16: Implement a plan for all ISICs to evaluate the proficiency of the ships and crews to safely navigate in high-density traffic transits in the NSST as part of their ISIC navigation check ride after extended maintenance and before deployment.
- Office of Primary Responsibility: CNSF
- RRSg Tier: 1, 1
- Consolidated CR/SRR Contributor Factor: Training Shortfall

## 2. Implementation Plan

(b) (5)

## 3. Assessment Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook TR 15 Recommendation POA&M

## 1. Recommendation Overview

- Playbook Action Item Number: TR 15
- Origin: CR 5.3.4
- Description: Improve current seamanship (MOB-S) and navigation (MOB-N) team training and certifications to include assessment of Bridge-CIC team performance up to and including the Commanding Officer
- Office of Primary Responsibility: CNSF
- RRSg Tier: 1
- Consolidated CR/SRR Contributor Factor: Training Shortfalls

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook TR 24 Recommendation POA&M

## 1. Recommendation Overview

- Playbook Action Item Number: TR 24
- Origin: CR 8.3.2.1
- Description: Develop a plan to deliberately train and assess units under stress and fatigue conditions that implements risk controls during execution, and allows for recovery time afterward
- Office of Primary Responsibility: CNSF
- RRSF Tier: 1
- Consolidated CR/SRR Contributor Factor: Lack of Learning Culture

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook TR 25 Recommendation POA&M

## 1. Recommendation Overview

- Playbook Action Item Number: TR 25
- Origin: CR 8.3.2.2
- Description: Leverage the Navy Leader Development Framework (NLDF) competency and character development continuum similar to reinforce team building, team leadership and team effectiveness in support of the six sound shipboard operating principles.
- Office of Primary Responsibility: OPNAV N1
- RRSg Tier: 3
- Consolidated CR/SRR Contributor Factor: Lack of Learning Culture

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook TR 26 Recommendation POA&M

## 1. Recommendation Overview

- Playbook Action Item Number: TR 26
- Origin: CR 4.3.1.6
- Description: Incorporate fatigue, crew endurance, and stress management into appropriate career milestone Surface Warfare Officer training and enlisted leadership courses
- Office of Primary Responsibility: CNSF/NETC
- RRSg Tier: 1
- Consolidated CR/SRR Contributor Factor: Training Shortfalls

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5) (b) (5)

## 4. Transition Plan

(b) (5)

# RRSG Playbook M 4 / 6 / 9 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: M 4, M 6, M 9
- Origin: SRR 3.3.2, GAO-17-809T & GAO-17-413
- Description:
  - M 4: Establish a process to measure the true workload of ships crews, both periodically and after upgrades and modernizations, to determine if manpower models adequately predict personnel requirements at sea and in-port. Include identification and quantification of added demands and additional work that affect the readiness and technical qualifications.
  - M 6: Conduct a comprehensive reassessment of the Navy standard work week and make any necessary adjustments.
  - M 9: Identify personnel needs and costs associated with the planned larger Navy fleet size, including consideration of the updated manpower factors and requirements.
- Officer of Primary Responsibility: CNP (N12)
- RRSg Tier: 1
- Consolidated CR/SRR contributor factor: Mismatch between Force Structure / Readiness and Operational Demand

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

(b) (5)

## 4. Transition Plan

(b) (5)



# RRSG Playbook M 7 / 8 Recommendation POA&M

## 1. Recommendation Overview

- Playbook action item number: M 7, M 8
- Origin: GAO-17-809T & GAO-17-413
- Description:
  - M 7: Update guidance to require examination of ship in-port workload and identify manpower necessary to execute in-port workload for all surface ship classes
  - M 8: Update guidance for reassessing factors used to calculate manpower requirements periodically or when conditions change
- Officer of Primary Responsibility: CNP (N12)
- RRSg Tier: 1 (M7), 2 (M8)
- Consolidated CR/SRR contributor factor: Mismatch between Force Structure / Readiness and Operational Demand

## 3. Assessment Plan

(b) (5)

## 2. Implementation Plan

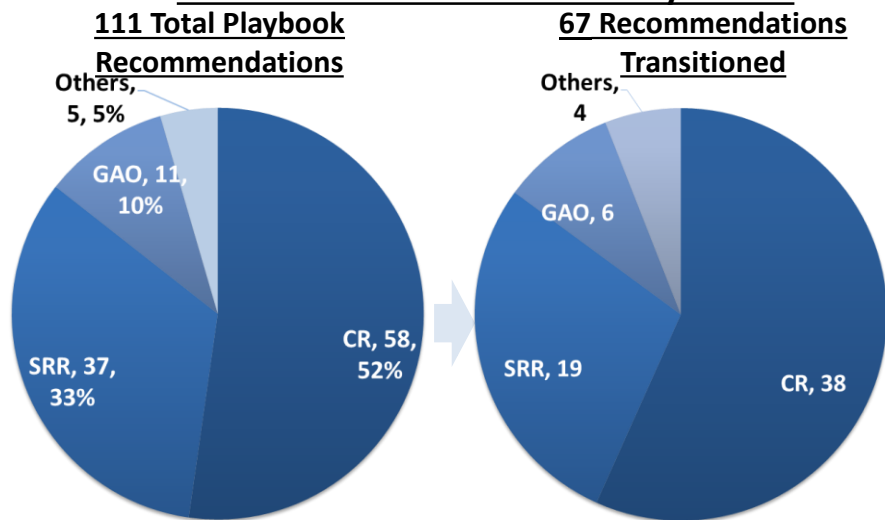
(b) (5)

## 4. Transition Plan

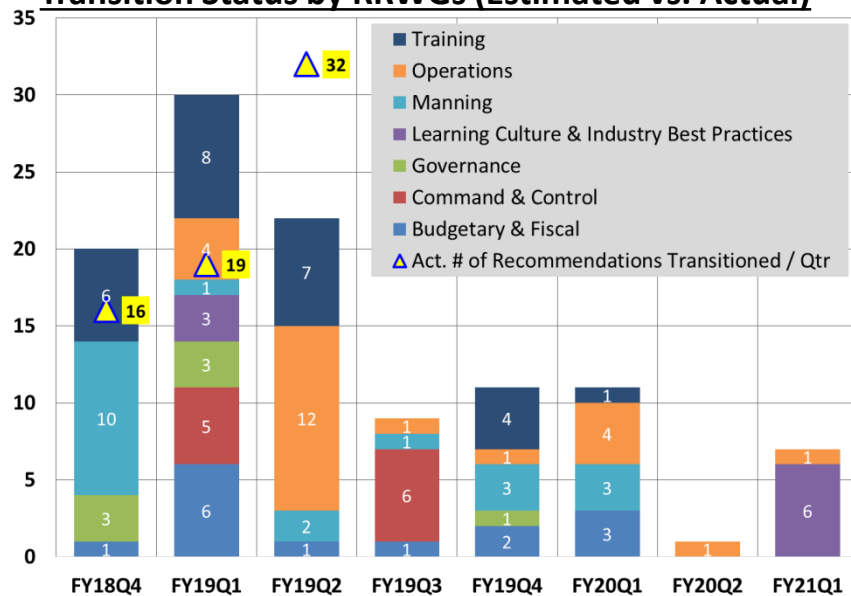
(b) (5)

# RROC Transition Dashboard - Current as of 11FEB19

## Recommendation Breakdown by Source



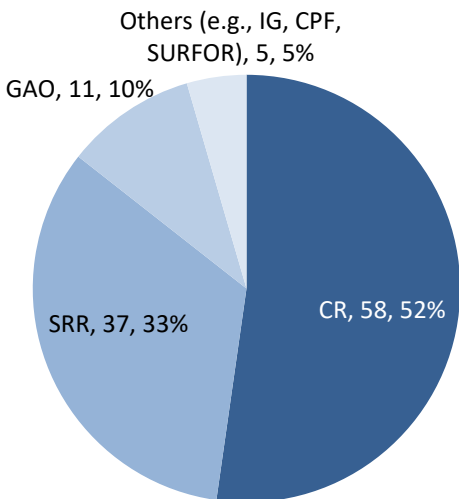
## Transition Status by RRWGs (Estimated vs. Actual)



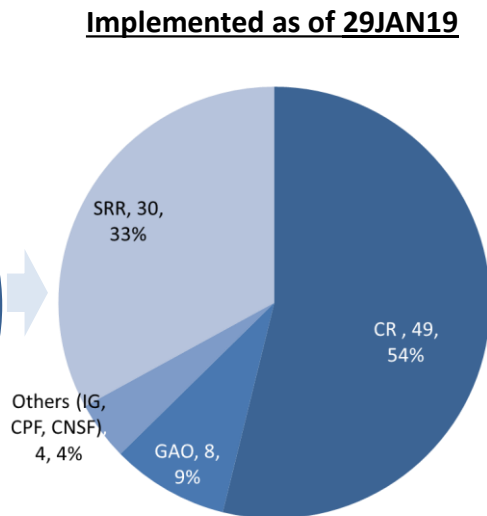
# RROC Summary Dashboard - Current as of 11FEB19

## Recommendation Breakdown by Source

### 111 Playbook Recommendations

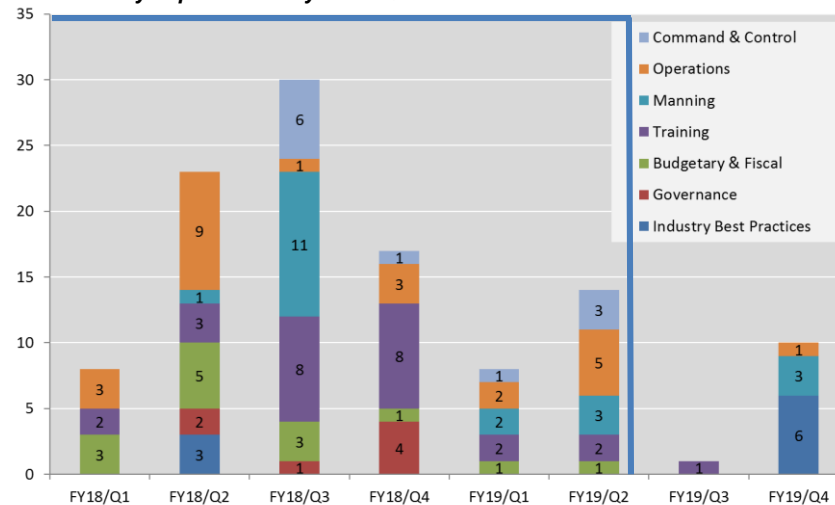


### 91 Recommendations Implemented as of 29JAN19



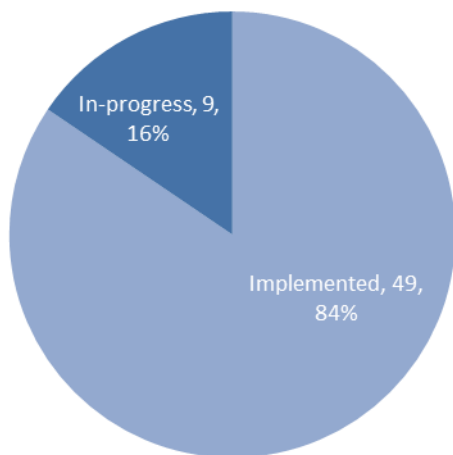
## Implementation Timeline by Working Group

90% fully implemented by FY19/Q3

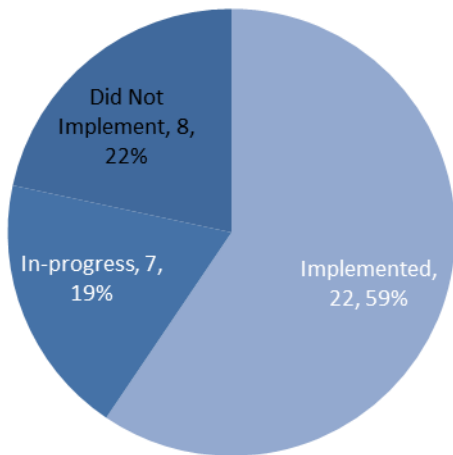


## CR/SRR Implementation Status

### CR

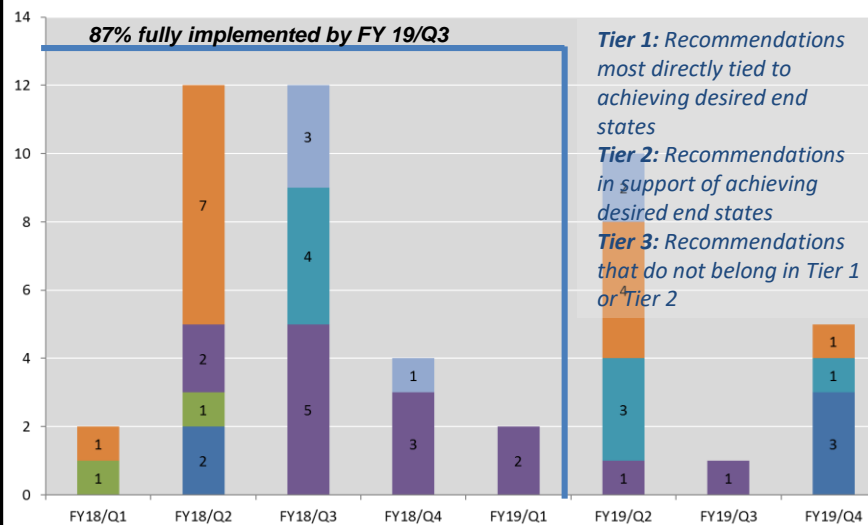


### SRR



## Tier 1 Implementation Timeline by Working Group

87% fully implemented by FY 19/Q3



# RRSG Recommendation Life Cycle

(b) (5)